

Mentoring the Future

Michael Paul Thomas

South Carolina Department of Natural Resources

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Introduction & Problem Statement

Currently the Department of Natural Resources (DNR) Law Enforcement (LE) Division has no formal leadership development programs that focus on developing future leaders within the agency. Officers are assigned advanced training when a class becomes available through the agency's HR office or outside resources. These classes range from basic EPMS to advanced leadership trainings. In certain situations, officers are promoted and act as a supervisor for several months, up to a year, before they receive basic training in skills that are used on a daily basis. There is a need to set up leadership development programs for all levels of supervision in DNR. Sergeant to Lieutenant, Lieutenant to Captain, and Captain to Major are some examples of where this program could be installed. Starting at the lowest level, Sergeant to Lieutenant, a new program would help new supervisors begin their development at first promotion and carry it throughout their career. Many different factors need to be addressed when developing a program including, but not limited to, the topics that will be taught and identifying who would be effective coaches and mentors. Both of these factors would be instrumental to ensuring the success of the program.

Establishing a leadership develop program in DNR would help to prepare new supervisors for the challenges they face on daily basis. It would give them confidence and competency in the core skills needed for the work to be accomplished. It would also align future leaders with the organizational goals and commitments of the agency. Planning and developing an effective leadership development program that includes areas identified by an

experienced committee of leaders within DNR and ensuring that effective mentors and coaches are in place and ready to meet the obligations and challenges they will encounter are two critical components for the program to work for DNR.

Data Collection & Data Analysis

Some supervisors have been promoted and received specific supervisory training shortly after their promotion. Other supervisors have gone months, or longer than a year before they received training. It appears that several factors contribute to this gap or lapse in time for training supervisors. It is uncommon for supervisors from the various regions and sections within DNR to be promoted or have promotional opportunities at the same time. It could be months, and often years before a promotional opportunity may arise in these regions or sections. In a survey that asked 38 supervisors, 24 of which responded, with the rank of Sergeant or Lieutenant, who are currently supervising DNR officers, 58.33% said they had not received any supervisory or leadership training before being promoted (See Appendix 1). The 41.67% of officers that had some supervisory or leadership training were either picked by senior staff to attend this training because of good job performance, or they found the training on their own and asked to attend. There is not a formal selection process or volunteer process to be selected to this training. The process for officers promoted to Sergeant is not formalized either. However the same group of Sergeants and Lieutenants were asked, "Since becoming a supervisor, have you been selected or volunteered for leadership training? If so please list the type of training." (See Appendix 2) Even though the process is not formalized, meaning if you are promoted within 6 months you have to complete the following types of training, the number of supervisors who had attended leadership training jumped up to 79.17%. This is a

positive increase in the number in the number of officers who have been exposed the some type of leadership training. While nearly 80% of supervisors are receiving some type of developmental training or attending leadership and management classes it differs for nearly each officer. The second part of the survey question (See Appendix 3) reveals that some officers could not remember what type of additional training they have received and others had the a variety of different types of training. It appears that officers are simply attending what training is available rather than a formalized program that details what training is recommended and decided by senior staff.

DNR expects its supervisors to be professional and consistent with its constituents across the state. In essence, senior management wants all of its employees to have the same goals and approaches when dealing with situations and managing employees. "Goals are targets and measures used to set directions and to evaluate progress and degree of success" (Rollo, Performance Management 2nd Edition, page 45). DNR has established job criteria and job duties and job objectives within the DNR EPMS. These are meaningful goals, however they are only measured once or twice a year. One measurement is an EMPS that is conducted once a year and another is when the officers are selected to attend trainings to enhance his/her professional development. These methods are not necessarily ineffective but could become more effective and measurable if a mentor/leadership program was set up that held both the participant and the mentors accountable to reasonable and attainable goals set forth by the program. If all supervisors were to complete the program, there would be a high likelihood of achieving the agency goal of having effective supervisors. It could be measured during and at the completion of the program with exact data being collected. Another key component of

establishing effective leadership programs is having “buy in” from the supervisors who will be attending the training. In the survey I conducted 87.50% of the supervisors that were asked “Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development” (See Appendix 4) said “yes”. Only 3 supervisors out of 24 answered that they would not voluntarily participate. This data represents the “buy in” or desire to prepare themselves to become better leaders is in place.

Good mentors have good coaching skills. It is imperative in developing a leadership program that uses coaching and mentoring that both be trained and have the knowledge and skill sets it takes to be effective. Identifying and developing the coaches and mentors for a leadership program is a critical. Coaching and mentoring are different. Coaching is often viewed as relatively short term, or directed, and may have a completion date attached. Mentoring takes a broader view and may last quite a bit longer due to a relationship being built. Coaching is a more directed approach to certain issues in one’s work. In the establishment of a leadership program the coaches would be in contact with the participant often and would check off when a task is completed during the program. A mentor will be involved in the initial set up of the program and view the program as a way to assist throughout the participant’s career path while also aligning overall agency goals to coincide with the end product of having well trained future leaders in the ranks. Some officers chosen to be mentors and coaches will be natural leaders, however before implementing the leadership program coaches should be trained in highly effective and proven coaching methods.

Sir John Whitmore created the 4 step (G)oals, (R)eality, (O)ptions, and (W)ill or GROW model of coaching. The **GROW model** (or process) is a simple method for [goal setting](#) and [problem](#)

[solving](#). It was developed in the United Kingdom and was used extensively in corporate [coaching](#) in the late 1980s and 1990s (Wikipedia). In the GROW model coaches are taught to set the goals, asking what do you want? With the creation of a leadership development program within DNR the goal is to form a group of well trained and prepared employees for future leadership within the agency. This goal is somewhat being achieved now for first line supervisors, however, a more specific goal of having all supervisors prepared for future leadership is attainable. Coaches and mentors in the program should have a clear understanding of this goal from the beginning.

The second step in the GROW model is Reality. This view should come from senior staff who would be in on the initial planning and development of the program. They will need to evaluate where the division is now in regards to training and preparing its supervisors. The data mentioned in Appendices 1 and 2 will provide introductory information into how many Sergeants and Lieutenants are receiving some type of supervisory training. Knowing what type of training has been completed by officers and what the officers feel are most important would assist with the development of the program. In the survey (See Appendix 5) supervisors were asked to rate which topics they felt were most important to focus on for leadership development. The officers were given 5 different topics to rate and they were EMPS, Conflict Resolution, Progressive Discipline, Time Management, and Ethical Leadership. The rating categories ranged from very little importance, low importance, important, very important, to essential. Ethical Leadership, Time Management, and Conflict Resolution were the top three weighted averages with Progressive Discipline and EPMS the last two in order. Using this data division leadership can determine which topics to include in the leadership development

program. Other topics would need to be included; however, this will provide a good starting point.

The third step in the GROW model is where the division should look at the options and obstacles that lie ahead in trying to reach the goal of having a well prepared group of officers. Identifying the obstacles that are keeping the division from reaching the goal can come from a variety of influences. One example of an obstacle that DNR will face if implementing a leadership program is the timing of supervisors being promoted. All supervisors are not promoted at the same time, which would only allow for that one supervisor to complete the program at a time. This is where the options step of the GROW model becomes effective. The division can look at what possible options are out there to alleviate one officer completing the program at a time. One option would be to pick numerous officers from around the state that meet a certain criteria and include them into the leadership program. This option was noted by the Florida Wildlife Commission (FWC) in the initial set up of their leadership developmental program. They stated “this ensures that at all times, the division has available a pool of engaged and motivated employees at various levels of supervision who are ready to fill their next role in the succession plan” (FWC, Leadership Development Program, page 1). DNR may consider or come up with other options, but it is imperative that the coach and mentor are involved and have intimate knowledge of how and why certain options are pursued. The coaches need have the mindset and be willing to ask what questions will engage the participants to help steer them toward obtaining the division goals.

The last step in the GROW model of coaching is the “Way Forward” step. Once the option that will overcome an obstacle has been chosen this is how the division will move

forward in regards to that particular issue. The mentor and coaches need to have confidence and be motivated with the decision when moving forward. This “buy in” from the mentors and coaches will be noted by the participants. Another way to move forward with a leadership develop program is by gathering accurate feedback from a previous group of participants. In the survey that was conducted (See Appendix 6) the question “If a mentor program is instated would you provide accurate feedback at its conclusion to help further shape the program?” was asked. The overwhelming response was “yes”, 95.83%, 23 out of the 24 officers would be willing to provide accurate feedback that would help shape the way the program moves forward.

Implementation Plan

When developing a leadership development program it will be necessary to have effective coaches. If the coaches are trained to help achieve the agency goals, then the participants should help further that goal at the completion of the training. Good planning will be required to establish a leadership program within DNR LE. Using SMART goals for planning and implementing the leadership program will help ensure success and assist in getting a commitment from the participants and the coaches and mentors involved. SMART is an acronym for S-Specific, M-Measurable, A-Attainable, R-Relevant, and T-Time bound. SMART goals are good and if used properly in the development and implementation will align all personnel involved with agency goals.

A committee comprised of senior staff from law enforcement, officers from the training section, and at least one person from Human Resources should form the planning committee.

One of the first items the committee should address are the specific topics that will comprise the leadership program. The topics should be specific and relate directly to what the committee feels the participant should be proficient in. These topics should help prepare the participant to take the next step in his or her career. Some of the topics will be classroom related while others will be authentic supervisor tasks when dealing with certain situations. One example could be dealing with purchasing and procurement rules. The participant would be asked to fill out and complete all aspects of a real requisition to purchase equipment. The participant would then follow the requisition and procurement procedure until a purchase order is cut, the items are received, and the R & I is submitted to the procurement office. This would be a specific task that is measureable in that the task is completed by the items being received and the R & I complete. This task is attainable because the officer is purchasing an item that will be used in the field or by officers. It is relevant that the participant has now gained experience in one aspect of the procurement process. The task is also time bound because now the officers knows how long it should take for procurement to take place when all of the guidelines are followed. This is just one example of how SMART goals can be used to complete an assigned topic. I would expect for the committee to come up with 15-20 different topics or experiences for the participant to complete during the program. Other examples of topics should include but not be limited to conflict resolution, ethical leadership, EMPS, presentation skills, emotional intelligence, time management, and review of all written policies. Each topic should be address using SMART goals with the end result having a participant that is competent in these leadership skills.

Once the coaches and mentors are chosen and the topics have been selected a course outline should be set using SMART goals as well. Specific guidelines should be placed on the program. Timelines should be in place for the beginning and completion of the program, however other timelines should guide when certain topics, experiences, or projects should be completed during the program. The timelines should be specific and consistent. Enough time for the participant to fully comprehend and or complete the related topic should be allowed. Upon completion of the topic the mentor should be able to measure whether or not the participant has satisfactorily completed the assignment and has a good understanding of the information as well.

Choosing the coaches and participants will be decided at the committee level. This may change into an application process for later classes depending on the number of interested candidates. The coaches and mentors chosen for the program will need to meet certain requirements and possibly attend leadership classes before entering the program. The committee should have an idea of which supervisors are excelling in their duties based upon previous evaluations and how effective their work units are. Another consideration should be logistics. The mentors and coaches should work in the same geographical region of the mentees. This will overcome the obstacle of meetings and shadowing when the program calls for such to be completed. Criteria will need to be set forth before choosing a candidate. The candidates need to have time to attend all classes and complete assignments, should not be under internal investigation, and be recommended by their current supervisors. Participants should also be made aware that completion of the program does not ensure a promotion. Some leadership programs require the mentor and mentee to sign a statement of commitment.

This should be included by DNR when creating a leadership program. The statements can be kept brief and to the point, however, it should include the mission of the program and be signed and kept and included in the final project completion file.

The participants of the program will also have to complete a project at the end of the program. This project should focus on the agency's goals and use many of the lessons learned throughout the leadership program. Each topic will be approved by the senior staff at DNR. This will give the participant an opportunity to review what they learned during the course of the program and gain experience developing a research project. Guidelines should be placed on the length, format, and presentation of the project.

Evaluation Methods

At the completion of the leadership program several methods of evaluating the program will become available. First, mentors will be able to report back on the behavior of the participants in the program. The mentors will be able to observe how the participants act and respond to all areas during the course of the program. The mentors will then be able to provide that information to the planning committee to make changes or highlight certain areas of the training.

Another method to evaluate the program is by conducting a survey of the participants. Various questions regarding the training should be included. The survey should be specific and allow for the participants to answer in written format so they are able to express their feeling toward each aspect of the training. The outcome of the program at the organizational level will

also become evident, however, this may take time after the completion of the program. If DNR begins to get more officers who want to participate in the program this would tell the agency that the program is working and officers who have completed the program are in the field explaining how helpful and successful the program was to them. Another way to evaluate the program after officers have completed the program the committee could review the officers EPMS's documents.

In reviewing the EPMS the committee should look at the participants rating from before the training to what they were rated after the training. If the program is successful then the rating scores should be higher after. This may not be the case with each participant but overall the scores should be higher. Observing and using the methods above DNR should be able to not only direct the leadership in a positive direction but also be able to measure the overall effectiveness of the program.

Summary

In closing, developing a leadership program that uses good mentoring and a curriculum that is comprised of topics which focus on developing future leaders will help to ensure DNR has a pool of well trained and capable applicants that will be ready to fulfill supervisory roles in the future. Starting with the initial planning of the program until completion SMART goal approaches should be incorporated. Taking the time to properly plan and implement a leadership program at DNR the agency will truly be mentoring the future.

REFERENCES

Rollo, Performance Management 2nd Edition, page 45

Wikipedia

FWC, Leadership Development Program, page 1

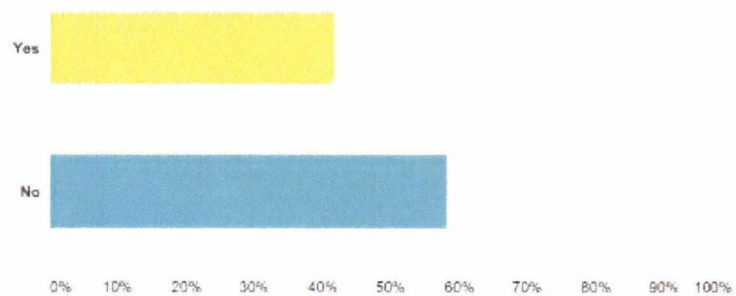
Appendix 1

SCDNR Mentoring Program

SurveyMonkey

Q1 Did you have any supervisor or leadership training before you were promoted to supervisor?

Answered: 24 Skipped: 0



Answer Choices

Yes

No

Total

Responses

41.67%

58.33%

10

14

24

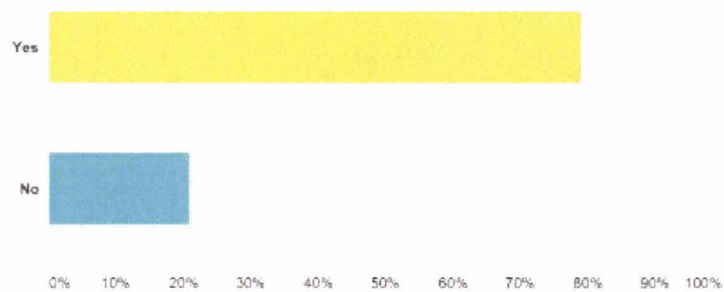
Appendix 2

SCDNR Mentoring Program

SurveyMonkey

Q2 Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Answered: 24 Skipped: 0



Answer Choices

Yes

No

Total

Responses

79.17%

20.83%

19

5

24

Appendix 3

COMPLETE #1

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

Yes

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Essential

Conflict Resolution Essential

Progressive Discipline Essential

Time Management Essential

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #2

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes,

List Training Carolina Command College

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Very Important

Conflict Resolution Very Important

Progressive Discipline Very Important

Time Management Important

Ethical Leadership Very Important

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #3

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes,

List Training supervisory practices, team building and diversity

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Important

Conflict Resolution Essential

Progressive Discipline Important

Time Management Essential

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #4

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes,

List Training first line supervisor, progressive discipline

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Important

Conflict Resolution Very Important

Progressive Discipline Very Important

Time Management Very Important

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #5

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Important

Conflict Resolution Very Important

Progressive Discipline Very Important

Time Management Essential

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #6

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

No

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

No

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Important

Conflict Resolution Very Important

Progressive Discipline Very Important

Time Management Important

Ethical Leadership Very Important

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #7

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes,

List Training progressive discipline, can't remember the other one

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

No

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Important

Conflict Resolution Very Important

Progressive Discipline Important

Time Management Very Important

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

No

COMPLETE #8

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

No

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Low Importance

Conflict Resolution Important

Progressive Discipline Important

Time Management Important

Ethical Leadership Important

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #9

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

No

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Important

Conflict Resolution Very Important

Progressive Discipline Very Important

Time Management Very Important

Ethical Leadership Important

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #10

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes List Training Human Resources, Criminal Justice Supervisor Class

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

10 / 24

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Important

Conflict Resolution Very Important

Progressive Discipline Essential

Time Management Essential

Ethical Leadership Very Important

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #11

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes,

List Training Don't remember specific name

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Very Important

Conflict Resolution Very Important

Progressive Discipline Important

Time Management Essential

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #12

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

Yes

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes,

List Training First line supervisory

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

No

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Important

Conflict Resolution Very Important

Progressive Discipline Very Important

Time Management Important

Ethical Leadership Important

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #13

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes

List Training Progressive Discipline and leadership training

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Essential

Conflict Resolution Essential

Progressive Discipline Essential

Time Management Essential

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #14

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

Yes

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes,

List Training South Carolina Commander School;

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Essential

Conflict Resolution Important

Progressive Discipline Important

Time Management Essential

Ethical Leadership Very Important

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #15

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

Yes

Q2: Since becoming a supervisor, have you been leadership training? If so please list the type of training.

Yes

List Training Public Manager

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Essential

Conflict Resolution Essential

Progressive Discipline Essential

Time Management Essential

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #16

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

Yes

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

No

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Essential

Conflict Resolution Essential

Progressive Discipline Essential

Time Management Essential

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #17

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes, List Training SCDNR WILD program

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Important

Conflict Resolution Essential

Progressive Discipline Essential

Time Management Essential

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #18

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

Yes

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes, List Training Basic supervisor training

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Important

Conflict Resolution Very Important

Progressive Discipline Very Important

Time Management Important

Ethical Leadership Very Important

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #19

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes, List Training National Association of Conservation Law Enforcement Chiefs, USFW Service leadership training, Principles of supervision

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Essential

Conflict Resolution Important

Progressive Discipline Essential

Time Management Essential

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #20

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

Yes

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

No

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Low Importance

Conflict Resolution Very Important

Progressive Discipline Very Important

Time Management Very Important

Ethical Leadership Very Important

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #21

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

Yes

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes, List Training Jack Enter seminar, EPMS, Progressive Discipline.

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Important

Conflict Resolution Essential

Progressive Discipline Important

Time Management Essential

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #22

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

No

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes, List Training CPM, Carolina Command College, SCDNR Supervisor's Class

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Essential

Conflict Resolution Essential

Progressive Discipline Very Important

Time Management Important

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #23

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

Yes

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Important

Conflict Resolution Very Important

Progressive Discipline Very Important

Time Management Important

Ethical Leadership Essential

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Yes

COMPLETE #24

SCDNR Mentoring Program SurveyMonkey

Q1: Did you have any supervisor or leadership training before you were promoted to supervisor?

Yes

Q2: Since becoming a supervisor, have you been selected or volunteered for any leadership training? If so please list the type of training.

Yes

Q3: Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Yes

Q4: Which topics do you feel are most important to focus on for leadership development? Please Rate

EMPS- Employee Management Performance System Very Important

Conflict Resolution Essential

Progressive Discipline Very Important

Time Management Essential

Ethical Leadership Very Important

Q5: If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

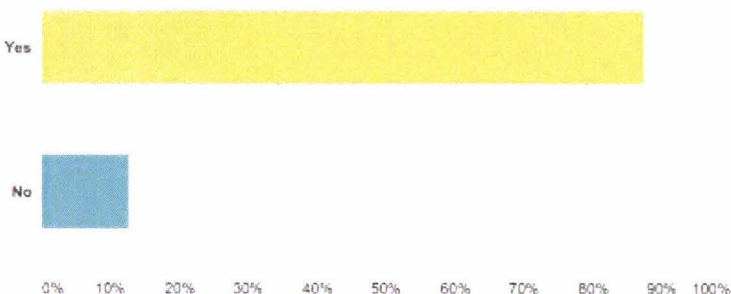
Yes

SCDNR Mentoring Program

SurveyMonkey

Q3 Would you voluntarily participate in a mentoring program, as a mentor or mentee that focuses on professional and leadership development?

Answered: 24 Skipped: 0



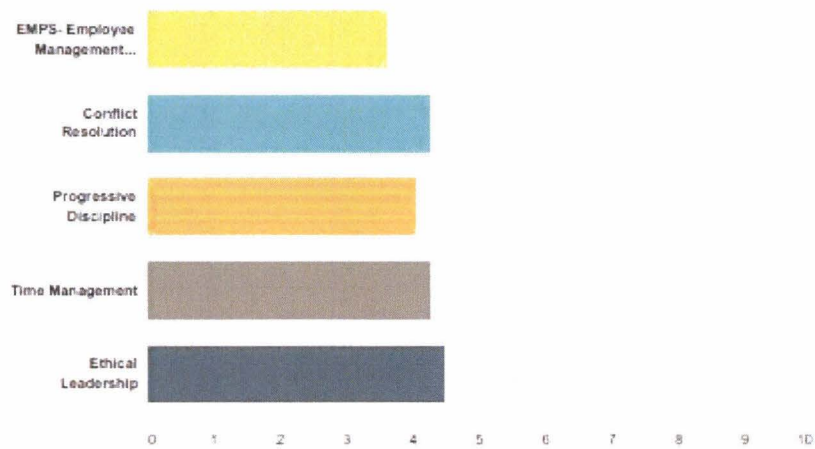
Answer Choices	Responses	
Yes	87.50%	21
No	12.50%	3
Total		24

SCDNR Mentoring Program

SurveyMonkey

Q4 Which topics do you feel are most important to focus on for leadership development? Please Rate

Answered: 24 Skipped: 0



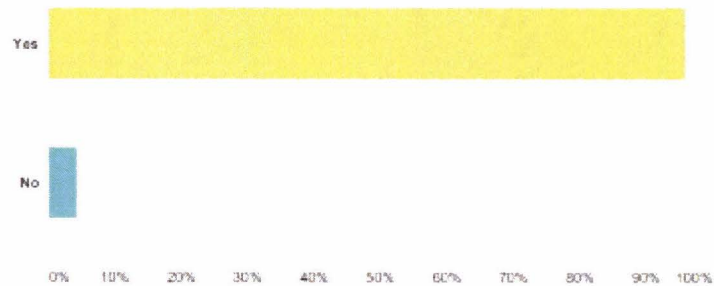
	Very Little Importance	Low Importance	Important	Very Important	Essential	Total	Weighted Average
EMPS- Employee Management: Performance System	0.00% 0	8.33% 2	50.00% 12	12.50% 3	29.17% 7	24	3.63
Conflict Resolution	0.00% 0	0.00% 0	12.50% 3	50.00% 12	37.50% 9	24	4.25
Progressive Discipline	0.00% 0	0.00% 0	25.00% 6	45.83% 11	29.17% 7	24	4.04
Time Management	0.00% 0	0.00% 0	29.17% 7	16.67% 4	54.17% 13	24	4.25
Ethical Leadership	0.00% 0	0.00% 0	12.50% 3	29.17% 7	58.33% 14	24	4.40

SCDNR Mentoring Program

SurveyMonkey

Q5 If a mentor program is instated would you provide accurate feedback at it's conclusion to help further shape the program?

Answered: 24 (24 good: 0)



Answer Choices	Responses	
Yes	95.83%	23
No	4.17%	1
Total		24